

AFNS Review

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AMC spearheads enlisted force spotlighting program

by Staff Sgt. Jason Tudor

Air Force News Service - 980154

LONG BEACH, Calif. — John L. Levitow unveiled Air Mobility Command's most visible symbol of the Year of the Enlisted Force here recently, and brought pinpoint focus to one of AMC's most distinct endeavors.

The symbol, a C-17 the Air Force named for the Medal of Honor recipient, was one of many initiatives taken up by AMC and its leaders for the Year of the Enlisted Force. AMC's commander, Gen. Walter Kross created the year-long recognition program, which began Oct. 1, 1997 and will end Sept. 30, to put focus on the accomplishments of enlisted people throughout that command.

Levitow received the Medal of Honor after an incident Feb. 24, 1969. At that time, he served as loadmaster aboard a severely damaged AC-47 over Long Binh, South Vietnam. Suffering from more than 40 shrapnel wounds in his back and legs, he saw a magnesium flare thrown by a mortar blast, amid a jumble of spilled ammunition canisters.

Despite loss of blood and partial loss of feeling in his right leg, Levitow threw himself on the flare, hugged it close, dragged himself toward an open cargo door and hurled the flare out. Almost simultaneously, the flare ignited harmlessly outside the door and away from the munitions.

With the naming of the C-17 (dubbed The Spirit of Levitow), AMC has a 292-ton symbol of its commitment to YOTEF that can be seen by members of the command, the Air Force and people around the world.

Kross, the command's most enthusiastic proponent of YOTEF, is champion-

Inside

Reservists deploy for Cope Tiger '98..... 2

C-17s demonstrate storage capability 3

Over-65 health care almost here 6

Internet page links commanders 8

ing the 38 different initiatives AMC created wherever he goes.

"The Spirit of John L. Levitow becomes the most visible symbol for all the passion and excellence our enlisted men and women bring to global air mobility," Kross said during the naming ceremony. "The field commanders recognized that the 113,000 total force enlisted people around the world in AMC are the heart and soul of our readiness and capability."

The goal of the program, Kross said, is to improve the careers and lives of all the enlisted members on the air mobility team. Members of the command are already feeling the effects of YOTEF. Chief Master Sgt. Ed Olesnevich, 60th Air Mobility Wing senior enlisted adviser at Travis Air Force Base, Calif., and Senior Master Sgt. Sandra Knight, that wing's YOTEF organizer, are ensuring the message gets out at Travis.

"The base just doesn't function without enlisted people," Olesnevich said. "We have to tell them they are all important all the way around. We need to let them know how to get promoted and get them more exposure."

Among the Travis initiatives is a stronger emphasis on mentoring,

including an airman professional development seminar. Travis officials designed the seminar as a refresher between basic training and Airman Leadership School. A seminar is also done between ALS and the NCO Academy.

"It teaches them to be professional early in their career," said Knight.

Officials have also been renaming streets, and the chief's suites at Travis' Windward Inn have been renamed for former enlisted members.

In addition, Olesnevich and Knight are focusing in three categories when discussing Travis' initiatives for the Year of the Enlisted Force: prestige, heritage and quality of life. Knight sent surveys to several hundred enlisted people, gathering their thoughts about what should be done during the year. The responses sent back were candid and open, Knight said.

"We're not holding anything back," she said.

"We just have to pick and choose realistically what we can do," Olesnevich added. "We're reminding people to be careful what they wish for. They might get it.

"We have to make everyone understand that it takes a team to accomplish the mission with support and administration, and the enlisted force provides the bulk of that," he said.

The duo also understands the pitfalls of trying to please everyone and what their limitations are in accomplishing the initiatives.

"We don't have an open pocketbook. Not at all," Olesnevich said.

He added the items Travis is getting done soonest include the street renamings, rededicating buildings (the base's military personnel flight, at the highest point on base, is named Erwin

Hall in honor of Medal of Honor recipient Henry Erwin), and the seminars. They are still reviewing the surveys and assembling a list of inputs from the field.

Olesnevich said everyone is going to need the right attitude if YOTEF is going to succeed and possibly overflow into the entire Air Force.

"People shouldn't have a 'what's in it for me?' attitude about this," he said. "This is about what you can do for yourself."

"People need to see the ideas that are being input," Knight said, "and then see them out there. That's what's going to make people feel like they are part of something."

When YOTEF ends, Olesnevich hopes to have talked to every promotable person on Travis and let them know the best way to get a raise is to get promoted. "We're not going to spoon feed anyone," he said.

Finally, Olesnevich said, the people he serves will get the message about what the command is doing.

"All enlisted people will know the command cares about them by the close of the year," he said.

Kross agreed. "When this year is over, each enlisted member — active, guard and reserve — should be able to

say, 'This year made a positive impact on his or her career, on their lives or on their families' lives.' Further more, we want to create a legacy, establish a precedent, of paying proper attention to the enlisted force beyond this year and beyond the Air Mobility Command."

Partnering with industry key to future of space

PETERSON AIR FORCE BASE, Colo. (AFNS - 980175) — Because space is a vital national interest, partnering with commercial and civil agencies is critical if the United States is to reduce launch costs and stay competitive in the global space market.

Lt. Gen. Lance W. Lord, vice commander of Air Force Space Command, made that statement during his keynote address at the Federal Aviation Administration's two-day conference on commercial space transportation in Arlington, Va.

During the opening segment of "Commercial Space Transportation in the 21st Century: Technology and Environment, 2001-2025," the general said evolving space partnerships with other agencies — civil and commercial — will allow America to do far more with limited resources than could otherwise be accomplished.

Partnering with the commercial sector is of the utmost importance to both the military and civil sectors because of several trends impacting the U.S. military, civil, and commercial space sectors, said Lord.

The most significant trend is the overall drop in defense spending. According to the general; the military, civil and commercial space sectors can partner together and leverage the dollars that are available.

Lord also noted a trend in the shifting of space leadership from government to industry. Over the past five decades, the military and NASA served as the catalyst driving the initial development of space. Just as commercial exploitation followed the military's use of the airplane, so goes the way of space systems, he said.

The general said he believes

partnering with industry will help America retain a technological edge in the rapidly changing space arena, while preventing the rapid dissemination of key military-relevant technologies across the globe. These efforts will also lead to domination of the global space access market through a reduction of launch costs.

Space transportation today is similar to air transportation in the 1920s and 30s. As passenger flights become more routine, reliable and safe, the number of flights rose and the cost per flight decreased. It is the old law of volume discounts. This is inevitable with space transportation also, he said. (Courtesy of Air Force Space Command News Service)

Hill reservists deploy to Thailand for Cope Tiger '98

HILL AIR FORCE BASE, Utah (AFNS - 980150) — Air Force Reserve Command's 419th Fighter Wing from here is sending six F-16s and 80 pilots and support people to Thailand Feb. 5 to take part in an annual multinational defense exercise called Cope Tiger '98.

The exercise, which features forces from the United States, Thailand and Singapore, runs Feb. 8-20.

The 419th FW Diamondbacks left Hill Jan. 17 for Hickam AFB, Hawaii, to take part in air defense exercises, close air support missions and maritime operations in Hawaii. During Cope Tiger, they will team with other air units from the United States, Thailand and Singapore, as well as U.S. Marines from Marine Corps Air Station, Iwakuni, Japan, in air-to-air and air-to-ground combat training missions.

Col. Wayne F. Conroy, 419th Operations Group commander and a pilot for the exercise, pointed out some of the unique training opportunities Cope Tiger offers. "The whole nature of a fighter unit is to deploy from your home base, cope with the situation you find there, and get the best results possible," he said.

"Cope Tiger gives us the chance to practice regional cooperation and get multinational training that is important

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to the United States, Thailand and Singapore. We're going to take full advantage of the benefits and challenges presented by Cope Tiger."

Hill's Reserve F-16C Fighting Falcons will fly with, and in some cases against, F-15C/D Eagles, F/A-18C Hornets, E-3B Sentry airborne warning and control system aircraft and KC-135 Stratotankers. During the exercise, Thai forces will operate F-16A/B's, F-5E Tigers and L-39 ground attack aircraft, and Singapore's forces will man F-5E's and F-16A/B's.

Cope Tiger is a two-phase exercise. The first phase was a tactical seminar and command post workshop in November in Paya Lebar, Singapore, where aircrews from the three countries took part in mission planning.

The second phase in February features flying training from Korat Royal Thai Air Force Base, some 110 miles northeast of Bangkok. The second phase helps air force units in the region sharpen their air combat skill and practice working with U.S. forces, and promotes closer relations among air forces and nations in the region.

About 500 U.S. servicemembers and 600 military people from Thailand and Singapore are taking part in Cope Tiger. U.S. forces have participated in Cope Tiger exercises since 1985, and this is the fourth time all three nations have been in a single multinational exercise.

Other U.S. flying units in the exercise include the Marine Fighter Attack Squadron-212 from Iwakuni; Pacific Air Forces' 18th Wing from Kadena Air Base, Japan; and the Alaska Air National Guard's 168th Refueling Wing from Eielson AFB.

Units from the Royal Thai Air Force are the 103rd and 102nd Squadrons, Korat RTAFB; the 211th Squadron, Ubon RTAFB; the 711th and 401st Squadrons, Surat Thani RTAFB; and the 403rd Squadron, Takhli RTAFB.

The Republic of Singapore's air force is sending its 140th and 144th Fighter Squadrons, a basic radar control unit and an air defense platoon from Tengah AB, Singapore.

All three nations will staff a com-



Air Force Intern Program: Future leaders with vision

WASHINGTON (AFNS - 980153)

— The Air Force Intern Program provides a unique and prestigious opportunity for 50 junior captains, those typically with five to seven years of commissioned service, to increase their knowledge of leadership and the application of air and space power.

The program develops tomorrow's leaders using a combination of hands-on experience in the Joint Staff, Office of the Secretary of Defense, Air Staff and Secretariat with graduate-level academic courses in leadership and management.

Each year, an intern program selection board is held at the Air Force Personnel Center, Randolph Air Force Base, Texas, to select captains from all competitive categories, including chaplain, judge advocate and medical specialties. With about 500 nominees vying for 50 slots, selection is competitive.

Senior raters can nominate 10 percent of their eligible captains to

compete for the intern program. Its length ranges from 17 to 22 months, depending on scheduled rotations. The next intern selection board will convene Feb. 23.

Capt. Amanda Kato, an intern currently at Headquarters Air Force Education and Training, said, "Learning to think strategically is an unparalleled opportunity. We are immersed in real issues that affect how the Air Force and the other services will function and fight well into the 21st century. The intern program is an invaluable learning experience, and it is a privilege to be here."

For more information, contact your military personnel flight or visit the AFPC Home Page at www.afpc.af.mil.

If there are topics you would like to see addressed in People First, e-mail suggestions to people.first@dp.hq.af.mil or send a facsimile to 703-695-7433.

bined air operations center and conduct air operations from Korat RTAFB. (Courtesy of AFRC News)

C-17s demonstrate storage capabilities loading two helicopters

by Senior Airman Jennifer McQueen
355th Wing Public Affairs

DAVIS-MONTHAN AIR FORCE BASE, Ariz. (AFNS - 980159) — Air Force Reserve Command's 305th Rescue Squadron here recently loaded two HH-60G Pave Hawks for the first time onto a C-17 Globemaster

The squadron needed to verify its helicopters could be loaded onto a C-17 without removing the refueling probes.

This process confirmed the transport aircraft could be used as an option to mobilize the helicopters for deployments, said Chief Master Sgt. Jesse Scott, 305th RQS aircraft maintenance superintendent.

The unit loaded the helicopters to validate technical data written for loading the Pave Hawks.

"We successfully loaded two helicopters, and still had four pallet positions and 30 seats available for people in the aircraft," said Scott. "We thought the helicopters would take up more space because of the refueling probes."

The process was originally tried using a simulator, but there was no technical data approved for the process. The squadron's quality assurance office

gained approval to write and try the technical data, then to validate and alter the data — if necessary — to finalize it.

“The only available guidelines were those written for the HH-60 model, which differs from the G-model,” said Col. Kent Clark, 305th RQS commander. “The most significant difference in the two models is the air refueling probe, which extends approximately six feet from the nose of the aircraft, creating additional challenges.”

Aside from concerns about the refueling probes, the biggest challenge the unit faced was using additional approach shoring (wooden planks used to reduce the angle the helicopter ascends the load ramp). The shoring prevents the helicopter’s refueling probe from hitting the load ramp, Scott explained.

Successfully loading the helicopters onto the C-17 increases Air Mobility Command’s options for transporting units when they deploy. “AMC normally uses a C-5 Galaxy or C-141 Starlifter to transport our helicopters for deployments more than 1,200 miles,” Scott said. “Now AMC has one more transportation option,” said Scott. Four HH-60G helicopters fit into a C-5 without disassembly, but there’s no room for cargo. The C-141 can hold two helicopters with some disassembly.

Although the technical data had not been developed before this attempt, the 305th RQS did not wait for the opportunity to try something new.

“We’re a small unit, but we don’t sit back and wait for the information to arrive,” said Scott. “If we need to do something, we get out and look for ways to do it. We don’t wait for others to do it for us. The procedures are now validated so other units in the Air Force with these helicopters can follow our guidelines.” (Courtesy of AFRC News Service from Air Combat Command News Service)

New executive transport makes debut

ANDREWS AIR FORCE BASE, Md. (AFNS - 980169) — The first of the new C-32A executive transports

Now showing: Feb. 9 edition of Air Force Television News

KELLY AIR FORCE BASE, Texas (AFNS - 980171) — Personal readiness is the spotlight of the latest edition of Air Force Television News. The program is the virtual crusade of Air Force Surgeon General Charles Roadman who says it is something that not only contributes to the success of the service’s mission, but also just makes good common sense for every member of the Air Force, as well as family members.

Also included in this edition of the program is a look at what the Air Force is doing to contribute to a cleaner environment, both above and below the ground. The Air Force is not immune to the continuing threat of terrorism — the Khobar Towers bombing in Saudi Arabia is graphic proof of that — and the service is changing and improving the way it provides force protection. The program looks at this improvement from two different aspects. And, there is a thrilling ride in an Air Force Thunderbird F-16 for actress Holly Hunter. One of those watching from the ground was her uncle, who just happened to be the Thunderbirds’ first commander.

Air Force Television News is a bi-weekly production of Air Force Internal Information. It is distributed on video tape to more than 3,000 military and civilian outlets worldwide, as well as being seen on some 700 cable access outlets nationwide. Viewers can comment on the program by using the e-mail address: aaftn@master.pa.af.mil.

rolled out of a Boeing paint hangar in Renton, Wash., sporting the familiar “blue and white” paint scheme of 89th Airlift Wing aircraft. The aircraft went through various preflight checks in preparation for its first flight scheduled Feb. 11.



The 89th will receive two C-32As in late March. Two other C-32As will be delivered in October.

The four aircraft will replace the aging fleet of C-137s the squadron now flies to transport the vice president, cabinet members and congressional delegations around the world.

Some of those aircraft are more than 30 years old.

The Air Force is purchasing the fleet of new aircraft, known to the civilian world as the Boeing 757-200, under a new streamlined acquisition procedure that saves money and allows the aircraft to be purchased from the existing Boeing production line. Under the plan, the Air Force is treated the same as any commercial customer, from construction and painting to test and evaluation.

The 757-200 is equipped with two wing-mounted Pratt & Whitney 2040 engines, producing 41,700 pounds static thrust each. The aircraft is far more fuel efficient and quieter than the 707-based C-137s they are replacing. The C-32A, configured for 45 passengers and 16 crew, is designed for a 4,150 nautical mile mission, roughly the distance from Andrews to Frankfurt, Germany. The aircraft is also Stage III noise level compliant.

C-32As will come equipped with Traffic Alert and Collision Avoidance Systems. This will allow pilots to view conflicting traffic and take appropriate action, if required. The plane will also have an enhanced Ground Proximity Warning System to warn pilots of impending collision with terrain, standard windshear warnings; and the most current cockpit voice and data recorders.

Additional equipment on the C-32As will include Tacan military navigation equipment, a military Identification Friend/Foe transponder, a UHF satellite communications radio, secure voice and data transmission capability, and a passenger flight information display system that airs videos and broadcasts real-time global positioning on a moving world map.

Air Force Assistance Fund campaign dates set

RANDOLPH AIR FORCE BASE, Texas (AFNS - 980158) — The 25th annual Air Force Assistance Fund campaign begins Feb. 25, and runs through March 31. "Commitment to Caring" is the campaign's permanent theme.

Last year's contributions totaled nearly \$4 million.

The annual AFAF campaign raises money for four charitable organizations benefiting active-duty, Reserve, Guard and retired Air Force people and their families, including surviving spouses and their families.

The organizations are:

- The Air Force Aid Society. The official charity of the Air Force helps eligible active-duty and retired Air Force members with financial emergencies. Air National Guard and Air Force Reserve members on active duty may also receive assistance. Assistance is provided through grants or interest-free loans for such things as food, rent, utilities and other essential goods and services. The society also sponsors an education grant program, and a spouse tuition assistance program overseas.

- The Air Force Enlisted Men's Widows and Dependents Home Foundation Inc. The home is located in Fort Walton Beach near Eglin AFB, Fla. The home foundation provides indigent widows and widowers of retired enlisted people with housing facilities and related services. Those eligible are widows and widowers, 55 and older, whose spouses were retired enlisted persons from the regular Air Force, Air National Guard or Air Force Reserve. The home foundation also cares for retired Air Force enlisted members, 62 and older, and their spouses.

- The Air Force Village Indigent Widow's Fund. The village, located in San Antonio, is a life-care community for retired officers, spouses, widows or widowers and family members. The fund contributes to the support of indigent widows.

- The General and Mrs. Curtis E.

LeMay Foundation. This foundation was established in 1990 to provide free temporary financial assistance to indigent officers' widows. Beginning this year, the LeMay Foundation will also now provide free temporary financial assistance to enlisted widows and widowers.

Donations to the AFAF campaign can be made through cash or check contributions or payroll deduction.

For more information on the AFAF, local goals and contribution procedures, contact your local installation or unit project officers. (Courtesy of Air Force Personnel Center News Service)

AF announces promotions for medical, dental, BSC, MSC, nurse corps

RANDOLPH AIR FORCE BASE, Texas (AFNS - 980164) — The Air Force selected 966 officers for promotion to the next higher grade from among several non-line promotion boards held in November.

Among the boards completed were the colonel, lieutenant colonel and major Medical and Dental Corps' selection boards, a lieutenant colonel Biomedical Sciences Corps selection board and a major's Nurse and Medical Service Corps' selection board. Overall, the board selected 74 officers for promotion to colonel, 180 to lieutenant colonel and 712 to major.

The selection boards convened at the Air Force Personnel Center Nov. 5. The lists of promoted officers will be released at 1500 Zulu, Feb. 10, and will be posted on the Air Force Personnel Center Home Page (<http://www.afpc.af.mil>) at the same time.

Selection statistics in-the-promotion zone for colonel:

- 45 MC lieutenant colonels selected from 65 considered for a 69.2 percent rate

- 20 DC lieutenant colonels selected from 44 considered for a 45.5 percent rate

Selection statistics above-the-promotion zone for colonel:

- 2 MC lieutenant colonels selected

from 87 considered for a 2.3 percent rate

- 3 DC lieutenant colonels selected from 106 considered for a 2.8 percent rate

Selection statistics below-the-promotion zone for colonel:

- 2 MC lieutenant colonels selected from 190 considered for a 1.1 percent rate

- 2 DC lieutenant colonels selected from 97 considered for a 2.1 percent rate

Selection statistics in-the-promotion zone for lieutenant colonel:

- 77 MC majors selected from 124 considered for a 62.1 percent rate

- 23 DC majors selected from 34 considered for a 67.7 percent rate

- 44 BSC majors selected from 73 considered for a 60.3 percent rate

Selection statistics above-the-promotion zone for lieutenant colonel:

- 18 MC majors selected from 82 considered for a 22 percent rate

- 3 DC majors selected from 29 considered for a 10.3 percent rate

- 7 BSC majors selected from 42 considered for a 16.7 percent rate

Selection statistics below-the-promotion zone for lieutenant colonel:

- 5 MC majors selected from 359 considered for a 1.4 percent rate

- 2 DC majors selected from 59 considered for a 3.4 percent rate

- 1 BSC majors selected from 174 considered for a .6 percent rate

Selection statistics in-the-promotion zone for major:

- 401 MC captains selected from 409 considered for a 98 percent rate

- 26 DC captains selected from 26 considered for a 100 percent rate

- 50 MSC captains selected from 63 considered for a 79.4 percent rate

- 193 Nurse captains selected from 252 considered for a 76.6 percent rate

Selection statistics above-the-promotion zone for major:

- 1 MC captains selected from 5 considered for a 20 percent rate

- No DC captains were considered

- 5 MSC captains selected from 12 considered for a 41.7 percent rate

- 23 Nurse captains selected from 64

considered for a 35.9 percent rate

Selection statistics below-the-promotion zone for major:

■ 2 MSC captains selected from 153 considered for a 1.3 percent rate

■ 11 Nurse captains selected from 543 considered for a 2 percent rate

Local military personnel flights have more information. (Courtesy of AFPC News Service)

Over-65 health care demonstration almost here

by Douglas J. Gillert

American Forces Press Service

WASHINGTON (AFNS - 980174)

— A long-awaited demonstration of Department of Defense's plan to provide health care to military retirees 65 and older is finally going to happen, officials told delegates to the worldwide TRICARE conference here recently.

Previously, the Defense Department, the Health Care Financing Administration, Office of Management and Budget, and Department of Health and Human Services formally agreed on how DOD will demonstrate the plan, called Medicare Subvention. Secretary of Defense William Cohen signed and sent a memorandum of agreement to HHS Secretary Donna Shalala for final approval.

Navy Rear Adm. Thomas Carrato announced the pending approval to 1,400 military medical professionals attending the annual conference. He said Shalala's approval could come

within days, and the first demonstrations could begin in six months.



Carrato, who serves as chief operating officer of the new TRICARE Management Activity in Denver, said the demonstration will be limited to six locations. He said the locations will be announced following final approval; and were carefully selected to involve each service branch in the demonstration.

Subvention is the means by which DOD facilities receive reimbursement for care they provide "dual-eligible" patients — people eligible for health care in military facilities who, because they are 65 or older, are also eligible for Medicare.

Since TRICARE began in 1992, over-65 retirees have complained about not being able to receive care in military facilities. DOD has tried repeatedly to gain legislative authority for subvention. Without Medicare reimbursement, officials said, the department simply can't afford to care for elderly patients except on a space-available basis.

The demonstration features two plans, TRICARE Senior and Medicare Partners. The "Senior" option will work like TRICARE Prime, with enrollees paying the same annual fee as other military retirees (\$230 single/\$460 family) plus co-payments for various in- and outpatient services. Senior Prime enrollees will receive the same priority as other retirees enrolled in TRICARE Prime.

Medicare Partners will provide access to care in military facilities to over-65 beneficiaries who don't elect the Senior Prime option. DOD will fund these services through agreements with civilian health plans. Carrato said details will follow approval of the demonstration.

TRICARE Senior and Medicare Partners will derive reimbursement from the Health Care Finance Administration, the federal agency that administers Medicare. Reimbursements to DOD will not diminish the already strained Medicare Trust Fund, the admiral said, and participating DOD hospitals will spend their own money first before Medicare reimbursement kicks in.

After the demonstration project is approved, TRICARE officials must modify existing managed care support contracts to accommodate dual-eligible patients. Then, the TRICARE Senior demonstration will be phased in, beginning at two of the selected sites about six months from the date the agreement is signed. Medicare Partners will also be phased in, but no earlier than 90 days after TRICARE Senior begins.

Air Force lodging establishes toll free reservation number

RANDOLPH AIR FORCE BASE, Texas (AFNS - 980165) — There's now a toll free number for all active duty and space-available travelers to use in making Air Force CONUS lodging reservations. The toll free number is 1-888-AF LODGE (1-888-235-6343).

"After you dial the toll free number, you will hear a recorded prompt asking you to dial the first three digits of the base," explained Jeff Richard, with the Air Force Lodging Office. "For example, if you're calling to make lodging reservations at Randolph Air Force Base, Texas, you punch in RAN, and you'll be sent to the lodging office at Randolph."

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This toll free number is for Air Force lodging operations located in the continental U. S. (includes Hickam AFB, Hawaii). "For overseas bases, we're still producing the small Air Force lodging directories which list overseas DSN and commercial phone numbers," said Richard. "Base lodging offices should have copies."

An Air Force lodging directory can be accessed through the internet at the Air Force Services Agency web site: <http://www.afsv.af.mil>. The agency is currently working to purchase a lodging property management system that will allow duty travelers to make lodging reservations directly from their office computer.

Terrorism course teaches students vulnerability

by Airman 1st Class Angela Furry
51st Fighter Wing Public Affairs

OSAN AIR BASE, Republic of Korea (AFNS - 980160) — Terrorism has become an everyday fact of modern life, and all over the world the threat grows bigger by the day. Americans, particularly American military members, are especially vulnerable.

In order to help people protect themselves against this threat of hatred and violence, the 31st Special Operations Squadron here recently conducted the Dynamics of International Terrorism Course, run by the U.S. Air Force Special Operations School, Hurlburt Field, Fla.

The course is offered to base personnel once every two years. Fourteen experts spoke on subjects ranging from regional terrorism, the psychology of terrorism, cyber terrorism, weapons of mass destruction, and personal protection techniques.

At the end of the week, retired U.S. Army Maj. Gen. James L. Dozier and his wife, Judith, provided a personal account of the general's 1981 kidnapping by the Italian Red Brigade terrorist organization.

Richard Melhart, a captive during an attempted 1986 hijacking of Pan Am Flight 73 from Karachi, Pakistan, also

Air Force Core Competencies

Our Nation's Air Force develops, trains, sustains and integrates the elements of air and space power to produce:

- ✓ Air and space superiority
- ✓ Global attack
- ✓ Rapid global mobility
- ✓ Precision engagement
- ✓ Information superiority
- ✓ Agile combat support

Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies.

provided a personal account of his experience.

"What we talk about in this course keeps you safe from criminals as well as terrorists," said Maj. Richard Cummings, antiterrorism awareness branch chief, at the school. "Criminals go through the same process — they survey you and decide how easy (a target) you'd be. It doesn't hurt to get into that mindset. It can only help keep you alive."

Terrorism is a booming business. According to the U.S. State Department, during the past 10 years the number of

terrorist attacks have gone down, but the number of casualties has increased. "(Terrorists) are getting better at it," said Cummings. "Everybody wants his own country, and terrorism is a cheap way of conducting war."

But what, exactly, is terrorism?

According to Department of Defense Directive 0-2000.12H, "Terrorism is the calculated use of violence or threat of violence to instill fear, intended to coerce or try to intimidate governments or societies in the pursuit of goals that are generally political, religious or ideological."

Terrorism comes in all shapes, sizes and colors.

Some think of terrorists as either swarthy-faced, Middle East gunmen or faceless monsters. In actuality, terrorism cuts across all national borders, regardless of ethnic group. Terrorists can look like anyone, even a neighbor across the street. The point is, people can't tell who is or is not a terrorist simply by looking at him.

Terrorists, generally speaking, are dedicated people who believe that violence is the only means of bringing about change "for the greater good" in society. In other words, they believe that they can't make an omelet without breaking some eggs. But most people aren't ready to be broken.

Terrorism is limited to seven basic forms, be it bombing, arson, assassination, armed assault, kidnapping, barricade and hostage situations, and hijacking. But no matter which, terrorist acts are always planned out well in advance of the actual attack.

To help combat terrorism, course instructors spoke of four basic principles that make up any good personal security program — staying informed, staying low-key, staying unpredictable, and staying alert.

Staying Informed — Get as much information as possible beforehand about the location you will go to. Seek out current threat and cultural information, including if Americans are being targeted and how. Read local newspapers, get opinions from local nationals, and learn from the mistakes of others.

Learn and respect local customs and laws.

Staying low-key — It is the best way of staying off the terrorist's list of potential targets. Staying low-key makes terrorist surveillance more difficult. If individuals look like a local and avoid flashy clothing and cars, surveillants will have to stay much closer to avoid losing them in the crowd or traffic. The closer they are, the easier they are to detect.

Staying unpredictable — If his potential target is a slave to a routine, the terrorist's job will be much easier to carry out. People should reduce the number of places they frequent, vary their travel routes between home and the office, and vary their departure times.

Staying alert — People should always be aware of their surroundings. They should look around and report any unusual events or people immediately.

Terrorists follow the same pattern as other criminals. If people take care not to make themselves easy targets, then the terrorist will look for some other "egg" to break in the name of his cause.

"Bad guys are not imaginative in their attacks because they don't have to be," Cummings said. "Attacks happen because the victim forgets the basics — they become more predictable, and that gets them killed."

For more helpful information, people should contact their local security forces squadron or local Air Force Office of Special Investigations detachment. (Courtesy of Pacific Air Forces News Service)

New page links commanders on the Internet

RANDOLPH AIR FORCE BASE, Texas (AFNS - 980157) — In an effort to improve the Air Force's squadron commander application and hiring process, officials at the Air Force Personnel Center here have added a squadron commander information home page to its World Wide Web site.

The new page will list upcoming squadron commander boards for all applicable Air Force specialty codes, the

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most recent eligibility criteria for each of the boards, names of those selected from each board, and other pertinent information relating to the overall selection process.

"We hope the new home page will help interested officers — who might not otherwise have easy access to this information — take the required steps to compete for command," said Lt. Col. Ed Hayman, chief of the logistics officer assignment branch within AFPC. "The information should also allow hiring authorities to easily review lists of commander candidates. For junior officers, it may provide career benchmark data and help in planning their professional development."

The new home page is located at <http://www.afpc.af.mil/assignments/htdocs/>, and can be accessed by clicking on the "Wing/SQ CC Information" link on the "Key Places to Go" menu on the left side of the page. (Courtesy of Air Force Personnel Center News Service)

PACAF commander recognizes command outstanding units

HICKAM AIR FORCE BASE, Hawaii (AFNS - 980168) — The Pacific Air Forces commander recently awarded Air Force Outstanding Unit Awards and Air Force Outstanding Unit Awards to several PACAF units.

Members assigned to these units within the inclusive dates are eligible to wear the respective ribbon.

The following units were awarded the AFOEA:

■7th Air Force, Osan Air Base, Republic of Korea, for the period of July 1, 1995 - June 30, 1997

■13th Air Force, Andersen Air Force Base, Guam, for the period of Oct. 1, 1995 - Sept. 30, 1997

■15th Air Base Wing, Hickam AFB, Hawaii, for the period of Oct. 1, 1995 - Aug. 1, 1997

■36th ABW, Andersen AFB, Guam, for

the period of Oct. 1, 1996 - Sept. 30, 1997

■374th Airlift Wing, Yokota AB, Japan, for the period of Oct. 1, 1996 - Sept. 30, 1997

■8th Fighter Wing, Kunsan AB, ROK, for the period of Aug. 1, 1995 - July 31, 1997

■51st FW, Osan AB, ROK, for the period of Nov. 1 1995 - May 31, 1997

■18th Wing, Kadena AB, Japan, for the period of Sept. 1, 1995 - Aug. 31, 1997

■613th Air Communications Squadron, Andersen Air Force Base, Guam, for the period of Aug. 2, 1996 - Aug. 31, 1997

■613th Air Support Squadron, Andersen AFB, Guam, for the period of June 1, 1995 - June 1, 1997

■497th Combat Training Squadron, Singapore for the period of Jan. 1, 1996 - Dec. 31, 1997

■35th Fighter Squadron, Kunsan AB, ROK, for the period of Feb. 21, 1996 - Aug. 20, 1997

■80th FS, Kunsan AB, ROK, for the period of June 1, 1995 - May 31, 1997

■8th Operations Support Squadron, Kunsan AB, ROK, for the period of Aug. 1, 1995 - July 31, 1997

■8th Maintenance Squadron, Kunsan AB, ROK, for the period of Oct. 1, 1995 - Sept. 30, 1997

■25th Air Support Operations Squadron, Hickam AFB, Hawaii, for the period of Oct. 1, 1995 - Aug. 1, 1997

■51st Air Transportable Hospital, Osan AB, ROK, for the period of Dec. 14, 1996 - March 19, 1997

The PACAF Computer Systems Squadron, Hickam AFB, Hawaii, earned the Air Force Organizational Excellence Award for the period of April 1, 1996 - Sept. 30, 1997.

"Congratulations to the men and women assigned to these outstanding units," said Gen. Richard B. Myers, PACAF commander. "Although we could not award the AFOUA or AFOEA to all PACAF units nominated, the men and women of these organizations are also commended for their achievements which led to their units being considered for these prestigious awards. (Courtesy of PACAF News Service)